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केन्द्र-शासित प्रदेश लद्दाख प्रशासन
ADMINISTRATION OF UNION TERRITORY OF LADAKH

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NOTIFICATION

Ladakh, the 11th of May, 2026

Approval of the Lieutenant Governor, Union territory of Ladakh, is hereby conveyed for the "Ladakh Pashmina Development Board (LPDB)".

The details of the Board are as appended to this notification.

By order of the Lieutenant Governor, Union territory of Ladakh.

Sd/-
(Bhanu Prabha) IAS,
Administrative Secretary,
Cooperative Department.

Copy to the: -

1. All Administrative Secretaries, UT of Ladakh.
2. Director General of Police, UT of Ladakh.
3. Joint Secretary (JKL Division), Ministry of Home Affairs, Government of India.
4. Secretary to the Hon'ble Lieutenant Governor, UT of Ladakh.
5. All Deputy Commissioners, UT of Ladakh.
6. All Heads of the Departments, UT of Ladakh.
7. Additional Registrar, Cooperatives, UT of Ladakh.
8. Joint Director, Information, UT of Ladakh, with the request to give wide publicity to the Notification in the print and electronic media.
9. Technical Director, NIC, Ladakh with the request for uploading the Notification on the official website/Gazette.
10. OSD to the Chief Secretary, UT of Ladakh, for information of the Chief Secretary.
11. Superintendent, Archives, Archaeology & Museums.
12. PA to the Administrative Secretary, Cooperative Department for information of the Administrative Secretary.
13. Office record/e-file (C.No. 42252).

(Dr. Mohammad Usman Khan) JKAS,
Additional Secretary,
Cooperative Department.

Ladakh Pashmina Development Board (LPDB)

1. Introduction

The Union territory of Ladakh occupies a unique position in India's pastoral and textile economy owing to its production of the world-renowned Pashmina fibre. Pashmina, often referred to as one of the finest natural fibres globally, is obtained from the undercoat of the Changthangi goat, which is reared by the nomadic pastoralists inhabiting the Changthang plateau in eastern Ladakh. The fibre is celebrated for its exceptional softness, fineness, warmth and durability. It forms the raw material for some of the most luxurious textile products in international markets.

The Pashmina economy is deeply embedded in the cultural, social and economic fabric of Ladakh. For generations, the nomadic Changpa community has sustained its livelihoods through the rearing of Changthangi goats under extremely harsh climatic conditions at altitudes often exceeding 4,000 metres above sea level. The production of raw Pashmina fibre not only sustains pastoral households but also feeds into a larger textile value chain that supports artisans, traders and exporters across India.

Despite the global reputation of Ladakh Pashmina, the sector continues to face structural challenges that limit its full economic potential. These challenges include fragmented supply chains, limited local processing infrastructure, fluctuations in raw fibre prices, weak branding and traceability mechanisms and increasing pressures on high-altitude grazing ecosystems due to climate change. Addressing these issues requires coordinated institutional support that integrates livestock development, pastoral livelihood security, value chain strengthening and market promotion.

In India, several commodity sectors have benefited from dedicated institutional frameworks established by the Government to promote research, development and marketing. For instance, bodies such as the Central Wool Development Board and the Tea Board of India have played an important role in strengthening sectoral ecosystems and promoting exports. In a similar spirit, the establishment of a specialised institutional mechanism dedicated to the Pashmina sector in Ladakh is both timely and necessary.

Establishment of the Ladakh Pashmina Development Board (LPDB), as an autonomous body under the Administration of Union territory of Ladakh, would function as the apex institutional mechanism responsible for the

holistic development of the Pashmina sector, from raw fibre production and pastoral livelihood support to processing, branding and global marketing.

2. Background and Context

Pashmina production in Ladakh is concentrated primarily in the Changthang region, a vast high-altitude plateau characterised by extreme climatic conditions, sparse vegetation and fragile ecosystems. The pastoral communities inhabiting this region follow a traditional nomadic lifestyle, migrating seasonally with their herds in search of grazing pastures.

The Changthangi goat, indigenous to the region, has evolved unique physiological adaptations that allow it to survive in this harsh environment. The fine undercoat of this goat constitutes the raw Pashmina fibre that is harvested annually during the moulting season. Ladakh produces a significant proportion of India's raw Pashmina, which is subsequently processed into high-value textiles in other parts of the country.

However, the Pashmina value chain remains highly fragmented. Raw fibre is often sold through intermediaries and transported outside Ladakh for dehairing, spinning and weaving. As a result, much of the economic value associated with Pashmina products is realised outside the region. The absence of integrated institutional support has also meant that pastoral communities have limited access to veterinary services, organised marketing channels and technological improvements in fibre production.

Additionally, the high-altitude rangelands of Changthang are increasingly experiencing ecological stress due to changing climatic patterns, grazing pressures and environmental degradation. These factors have direct implications for the sustainability of pastoral livelihoods and the long-term viability of Pashmina production.

In view of these realities, a dedicated institutional framework is required to coordinate sectoral development, support pastoral communities and strengthen the Pashmina value chain within Ladakh.

3. Rationale for Establishment of the Board

The establishment of the Ladakh Pashmina Development Board is justified by the need to provide focused institutional support for a sector that is both economically valuable and culturally significant.

1) The Pashmina sector forms the backbone of the pastoral economy of eastern Ladakh. Thousands of Changpa pastoralists depend almost entirely on the rearing of Changthangi goats for their livelihoods. Ensuring the economic viability of this livelihood system is essential not only for rural development but also for the preservation of Ladakh's traditional nomadic culture.

2) There exists considerable scope for enhancing value addition within Ladakh. Currently, a substantial portion of raw Pashmina fibre leaves the region for processing elsewhere. Developing local processing infrastructure such as dehairing plants, spinning facilities, and weaving clusters would enable Ladakh to capture a greater share of the value generated by Pashmina products.

3) Ladakh Pashmina enjoys an exceptional reputation in global markets; however, the absence of robust branding and certification mechanisms has led to the proliferation of counterfeit products. Establishing a dedicated institutional body would facilitate the development of traceability systems and brand protection mechanisms for authentic Ladakh Pashmina.

4) The pastoral ecosystems of Changthang require careful management to ensure long-term sustainability. Climate change, shifting precipitation patterns and pasture degradation pose significant risks to the viability of pastoral livelihoods. Coordinated interventions in rangeland management, fodder development and veterinary care are therefore essential

5) Changthang region lies in a sensitive border area and strengthening the economic resilience of pastoral communities in such frontier regions carries broader strategic significance.

4. Vision and Objectives

The overarching vision of the Ladakh Pashmina Development Board is to transform Ladakh into a globally recognised hub for premium Pashmina fibre and luxury textile products while ensuring sustainable livelihoods for pastoral communities and conservation of fragile high-altitude ecosystems.

In pursuit of this vision, the Board will seek to enhance the production and quality of Pashmina fibre, strengthen pastoral livelihoods, ensure fair remuneration for primary producers (Changpa herders), promote cooperative institutions engaged in Pashmina collection, processing and trade, promote value addition within Ladakh and develop a globally recognised brand for Ladakh Pashmina. It will also facilitate research and innovation in fibre technology and pastoral ecology while promoting sustainable rangeland management practices.

5. Institutional Structure of Ladakh Pashmina Development Board (LPDB)

The Ladakh Pashmina Development Board (LPDB) will function as an autonomous body under the administrative control of the UT Administration of Ladakh. The Board would be registered under the provisions of the Societies Registration Act, 1860, which allows the formation of societies for the promotion of science, literature, arts and charitable or development objectives. Registration under this Act provides the Board with a legal identity, enabling it to enter into contracts, receive grants, hold property and implement programmes.

The Board will be guided by a Governing Body chaired by the Lieutenant Governor, UT of Ladakh, with representation from relevant government departments, pastoral communities, industry stakeholders and subject experts.

The Governing Body will provide overall policy direction and approve major programmes and budgets. The Executive Committee will oversee operational matters and ensure the effective implementation of programmes. The Technical Advisory Committee shall provide scientific and technical guidance to the Board on issues related to livestock development, fibre quality improvement, pastoral ecosystem management and textile innovation.

5.1 Governing Body

The Governing Body shall be the apex policy-making and supervisory authority of the Ladakh Pashmina Development Board. It will provide overall strategic direction, approve policies and programmes, sanction major projects and review the performance of the Board.

The composition of the Governing Body shall ensure representation from government departments, pastoral communities, industry stakeholders, financial institutions and subject experts to enable holistic development of the Pashmina sector.

Structure of the Governing Body

S. No.	Position/Designation	Role in Governing Body
1.	Lieutenant Governor, UT of Ladakh	Chairperson
2.	Chief Secretary, UT of Ladakh	Vice-Chairperson
3.	Administrative Secretary, Finance Department, UT of Ladakh	Member
4.	Administrative Secretary, Planning Development & Monitoring Department, UT of Ladakh	Member
5.	Administrative Secretary, Sheep Husbandry Department, UT of Ladakh	Member
6.	Administrative Secretary, Industries & Commerce Department, UT of Ladakh	Member
7.	Administrative Secretary, Cooperative Department, UT of Ladakh	Member-Secretary
8.	Administrative Secretary, Skill Development Department, UT of Ladakh	Member

9.	Representative from the Pashmina processing or textile industry	Member
10.	Expert in fibre technology / textile research	Member
11.	Expert in livestock science / pastoral ecology	Member
12.	Expert in marketing / branding	Member
13.	Two Local Entrepreneurs in Pashmina Industry	Member(s)
14.	Two representatives from the local pastoral communities	Member(s)
15.	Any other member(s) co-opted by the Chairperson	Member(s)

Functions of the Governing Body

1) The Governing Body shall serve as the apex policy-making and supervisory authority of the Ladakh Pashmina Development Board.

2) The Governing Body shall exercise general control and issue such directions for the efficient management and administration of the affairs of the Board as may be necessary.

3) The Governing Body shall be responsible for providing overall strategic direction for the development of the Pashmina sector in the Union territory of Ladakh and for ensuring that the activities of the Board are aligned with the broader policy objectives of the UT Administration.

4) The Governing Body shall approve the long-term vision, policies and development programmes of the Board and shall sanction major schemes, projects and infrastructure initiatives relating to Pashmina production, processing, marketing and research.

5) The Governing Body shall approve the annual action plans, budgets and financial allocations of the Board and review the progress of programmes and initiatives undertaken from time to time.

6) The Governing Body shall facilitate coordination between various departments of the UT Administration, relevant agencies of the Government of India, financial institutions and industry stakeholders in order to ensure integrated development of the Pashmina value chain.

7) The Governing Body may also issue policy guidelines, review sectoral trends and provide strategic guidance on matters relating to global branding, certification, export promotion and sustainability of the Pashmina sector in Ladakh.

8) The Governing Body may frame bye-laws, rules, regulations, Memorandum of Association etc. for the management, administration and regulation of the business of the Board for the furtherance of its objectives.

9) The Governing Body shall perform other functions as may be entrusted to it from time to time.

10) The Governing Body may by resolution delegate to its Chairperson, Vice-Chairperson, Executive Committee or any of its officers, such of its powers for the conduct of business as it may deem fit.

5.2 Executive Committee

The Executive Committee shall be responsible for the operational management of the Board, implementation of schemes, monitoring of programmes and approval of projects within delegated powers of the Governing Body. The day-to-day functioning of the Board will be managed by a Chief Executive Officer (CEO) supported by a professional secretariat. The organisational structure will include divisions dedicated to production development, value chain development, marketing and branding, research and innovation, and training and capacity building.

Structure of the Executive Committee

S. No.	Position/Designation	Role in Executive Committee
1.	Chief Secretary, UT of Ladakh	Chairperson
2.	Administrative Secretary, Finance Department, UT of Ladakh	Member
3.	Administrative Secretary, Planning Development & Monitoring Department, UT of Ladakh	Member
4.	Administrative Secretary, Sheep Husbandry Department, UT of Ladakh	Member
5.	Administrative Secretary, Industries & Commerce Department, UT of Ladakh	Member
6.	Administrative Secretary, Rural Development & Panchayati Raj Department, UT of Ladakh	Member
7.	Administrative Secretary, Cooperative Department, UT of Ladakh	Member
8.	All Deputy Commissioners, UT of Ladakh	Member(s)
9.	Chief Executive Officer (CEO), Ladakh Pashmina Development Board (LPDB)	Member-Secretary
10.	Director, Industries & Commerce Department, UT of Ladakh	Member
11.	Director, Rural Development Department, UT of Ladakh	Member
12.	Director, Sheep Husbandry Department, UT of Ladakh	Member
13.	Additional Registrar, Cooperative Societies, UT of Ladakh	Member
14.	Representative of All Changthang Pashmina Growers and Herders Cooperative Society	Member
15.	Representative of pastoralist community	Member
16.	Representative of Pashmina processing / textile industry	Member
17.	Expert in fibre technology / textile research	Member
18.	Expert in livestock science / pastoral ecology	Member
19.	Expert in marketing / branding	Member
20.	Two local Entrepreneurs in Pashmina Industry	Member(s)
21.	Any other member(s) co-opted by the Chairperson	Member(s)

Note: The Administrative Secretary, Cooperative Department, UT of Ladakh shall be the Chief Executive Officer (CEO) of the Board, till a suitable officer is posted as CEO on full term basis.

Functions of the Executive Committee

1) The Executive Committee shall function as the principal executive authority responsible for the operational management, administration of affairs and implementation of the programmes and activities of the Ladakh Pashmina Development Board.

2) Acting under the overall supervision, general control, directions and policy guidance of the Governing Body, the Executive Committee shall ensure the effective execution of schemes and projects approved by the Board.

3) It shall review and monitor the progress of ongoing programmes, oversee the utilisation of financial resources and approve projects and expenditures within the delegated powers of the Board. It shall prepare and execute detailed plan and programme for the furtherance of the objects of the Board.

4) The Executive Committee shall also be responsible for preparing the annual action plans, project proposals and budget estimates of the Board for consideration and approval by the Governing Body.

5) In addition, it shall facilitate coordination among government departments, research institutions, industry stakeholders, and pastoral communities to ensure smooth implementation of development initiatives across the Pashmina value chain.

6) The Executive Committee shall periodically review sectoral developments, identify emerging challenges and opportunities and recommend appropriate measures to strengthen the production, processing, marketing and branding of Pashmina from Ladakh.

7) The Executive Committee shall perform other functions as may be entrusted to it from time to time.

6. Programme Architecture: Ladakh Pashmina Mission

To accelerate sectoral development, the Board shall implement a mission-mode programme titled the "Ladakh Pashmina Mission". This programme will adopt an integrated approach encompassing livestock development, pastoral livelihood support, processing infrastructure, marketing initiatives and research activities.

The mission will focus on improving the productivity and genetic quality of Changthangi goats through targeted breeding programmes and veterinary services. Simultaneously, efforts will be made to strengthen the resilience of high-altitude rangelands through pasture development initiatives and climate adaptation strategies.

Investments will also be directed towards establishing local processing infrastructure, including dehairing plants and spinning units, thereby enabling greater value addition within Ladakh. Support will be provided to artisan clusters engaged in weaving and handicraft production to promote employment and entrepreneurship.

In addition, the mission will undertake global branding initiatives aimed at positioning Ladakh Pashmina as a premium luxury fibre in international markets. This will involve the development of certification systems, digital traceability mechanisms and participation in international trade fairs.

7. Financial Implications

The establishment of the Board will require initial financial support for the creation of institutional infrastructure, recruitment of personnel and initiation of priority programmes. A seed grant may be provided by the UT Administration of Ladakh to operationalise the Board. In the medium term, funding for sectoral programmes can be mobilised through convergence with schemes of the Government of India, particularly those administered by the Ministry of Textiles and other relevant ministries. Additional support may also be obtained through development partnerships, corporate social responsibility initiatives and international cooperation programmes.

8. Expected Outcomes

The establishment of the Ladakh Pashmina Development Board is expected to generate significant economic and social benefits for the region. By strengthening the Pashmina value chain, the Board will contribute to increased incomes for pastoral communities, enhanced employment opportunities in the textile and handicrafts sector and

greater value addition within Ladakh. It will strengthen the cooperative ecosystem and reduce exploitation by intermediaries

Furthermore, the promotion of sustainable pastoral practices and range land management will help preserve the fragile ecosystems of the Changthang plateau. Through branding and market promotion initiatives, Ladakh will be positioned as the global centre for authentic Pashmina products.

9. Conclusion

The Pashmina sector represents one of Ladakh's most valuable natural and cultural assets. Its development holds immense potential for strengthening pastoral livelihoods, promoting sustainable economic growth and enhancing the global reputation of Ladakh as a producer of premium luxury fibres.

The establishment of the Ladakh Pashmina Development Board will provide unified institutional framework necessary to unlock this potential and address systemic challenges in the sector. By integrating livestock development, value chain strengthening, research and market promotion, the Board will play a pivotal role in ensuring the long-term sustainability and prosperity of the Pashmina sector in Ladakh.

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